BUSINESS PLAN 2016–19
Transportation

ACCOUNTABILITY STATEMENT

This business plan was prepared under my direction, taking into consideration the government's policy decisions as of March 17, 2016.

original signed by

Brian Mason, Minister

MINISTRY OVERVIEW

The ministry consists of the Department of Transportation and the Alberta Transportation Safety Board.

Transportation provides a safe, integrated, innovative and sustainable transportation system that supports Alberta's economy and quality of life. The ministry undertakes the following key activities:

- preserving and developing the provincial highway system;
- managing transportation safety;
- supporting municipalities with transit and water/wastewater facilities; and
- developing a multi-modal transportation network.

A more detailed description of Transportation and its programs and initiatives can be found at www.transportation.alberta.ca.

STRATEGIC CONTEXT

The outcomes and key strategies identified in this business plan are aligned with the strategic direction of the Government of Alberta.

The Government of Alberta is committed to providing a safe, efficient, sustainable transportation system that is affordable and meets the needs of all Albertans. A reliable, multi-modal transportation network will enable a diversified economy that supports Alberta's potential, fosters innovation and supports Alberta's growing population.

Foundation for the Future

Government is finalizing a transportation strategy for Alberta based on input from public consultations and engagement with key stakeholders. This strategy will cover all forms of transportation and the different ways to connect people and communities, as well as move products to market to promote and attract investment. The strategy will further encourage regulatory harmonization, enhance safety and security and investigate and integrate innovative delivery methods and technologies. A coordinated approach across governments, municipalities, industry and other transportation stakeholders is critical for addressing Alberta's transportation challenges. As part of the Government of Alberta's renewed relationship with Indigenous peoples, the ministry will ensure that the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) are integrated into this work, and will continue working closely with all partners, stakeholders and Alberta's Indigenous peoples to build a relationship of trust and respectful consultation while supporting a long-term safe, efficient, affordable and environmentally sustainable transportation system.

Building a Diversified Economy

Building a better economy to support Alberta families and communities depends on an innovative and accessible transportation system. Smart investments in transportation infrastructure will improve the movement of people and goods throughout the province and expand access to new industry and markets within Alberta, across Canada and globally. Supporting the development of effective connections between the various modes of transportation (road, rail, air, port, active transportation and public transit) will enable a reliable and well-integrated system. The Government of Alberta will work with partners and stakeholders to make strategic investments in Alberta's transportation system. It will work with other jurisdictions and Transport Canada to promote enhanced oversight of air and rail transport, and advocate for reliable, sufficient and fairly priced rail service to markets. The process of developing infrastructure, public transit, roads and bridges will also help to create jobs that will contribute to stimulating economic recovery and stability.

Safe Road Users, Vehicles and Infrastructure

Transportation safety is both a challenge and a priority for the ministry. In 2014, more than 144,000 motor vehicle collisions resulted in 369 fatalities and 18,745 injuries. In light of this, the ministry continues to develop new strategies to promote safer road users, vehicles and infrastructure and to better educate all Albertans about transportation safety. The ministry is committed to restoring highways, bridges and other related structures damaged by the 2013 floods while reducing the impacts of future floods by improving flood mitigation and enhancing the province's emergency preparedness and management.

Supporting a Healthy and Sustainable Environment

The Government of Alberta is committed to fostering partnerships with municipalities and Indigenous communities for climate change leadership and to become one of the world's most progressive energy producers. The ministry is committed to protecting Alberta's future and will continue working to balance the impact of activities on the environment, and review opportunities with partners for programs and projects to further address climate change and reduce environmental risks. The ministry supports the government's initiatives for transit-oriented development, public transit and active transportation options, such as cycling and walking. In addition, new and innovative practices must be developed for the design, construction and maintenance of the province's transportation infrastructure to enhance the efficient use of resources and water management infrastructure to protect the safe supply of water for domestic, agricultural, industrial and recreational uses. The ministry will also work to ensure Indigenous communities have reliable access to clean and safe drinking water, in alignment with the UN Declaration articles that the Government of Alberta supports.

Balancing Transportation Maintenance and Expansion in an Affordable Manner

Alberta has more than 31,000 kilometres of highway under its jurisdiction, more than any other province in Canada. The fiscal challenges in maintaining this network will be addressed by developing a more strategic and innovative transportation asset management approach. This will enable well-informed and transparent decision-making and identify investment opportunities that consider safety, community support, intermodal connectivity, economic vitality, asset longevity, value for money and seamless delivery. Implementing innovative and cost-effective options and protecting the province's assets by investing wisely to extend the life and use of transportation infrastructure will make the best possible use of available funding and resources and ensure that Alberta's transportation system remains sustainable over the long-term. The ministry will work with its partners to support municipal infrastructure priorities, including transit, while ensuring that Alberta's transportation system supports the province's growing population and connected communities across Alberta.

Strategic Risks

The following strategic risks have been identified to support the ministry to manage the effect of future uncertainty by identifying, analyzing and treating the risks that may influence or impact the accomplishment of key strategies and business plan outcomes:

- Transportation's long-term vision and its execution must be clear and effectively communicated to enhance stakeholder and the public understanding about what the ministry is doing and why. This facilitates meaningful connection and engagement in working with all partners to develop forward-thinking and sustainable strategies that support a modern transportation system.
- Standards, policies and legislative approaches may not fully anticipate new and emerging technologies, trends and patterns. The use of advanced technologies and innovation without careful consideration may result in approaches that may not enhance the safety of transportation system users.
- Safety programs may not alter driver behavior, as a plateau is being seen in safety (traffic collision) statistics even with continuing educational and enforcement activity.
- Currently, it is not possible to address all of the physical deterioration of the highway network, as well as new development and capacity improvements. The infrastructure deficit will continue to grow.

OUTCOMES, KEY STRATEGIES AND PERFORMANCE MEASURES

Outcome One: An integrated, multi-modal transportation system that connects and strengthens communities and facilitates a diversified economy

Alberta's economic prosperity and increasing population call for a transportation network that connects people, places and products throughout Alberta and beyond its borders. The network must promote Alberta's competitiveness, support access to markets and enable connected and vibrant communities, to enhance Alberta's quality of life.

Key Strategies:

1.1 Create and implement a transportation strategy to develop a multi-modal system that will connect communities and support active transportation, a strong economy and a healthy environment for all Albertans to meet growing urban, rural and regional transportation needs.

1.2 Work with partners to support community transit, rural bus service and the development of strategies to promote accessible, affordable and inclusive transit for families, Albertans in need, seniors, people with disabilities and Indigenous peoples.

1.3 Promote the development of public transit systems through grant funding programs to support municipal and regional transportation.

1.4 Develop infrastructure improvements for the long-term to enhance mobility for transportation users and support routes servicing major economic corridors.

1.5 Complete the twinning of Highway 63 between Grassland and Fort McMurray to improve safety for travellers and accommodate economic activity.

1.6 Continue construction of the Edmonton and Calgary ring roads.

1.7 Promote harmonized standards and regulations with partner jurisdictions and clearly communicate objectives to industry.

Performance Measures	Last Actual 2014-15	Target 2016-17	Target 2017-18	Target 2018-19
1.a Highway 63 twinning between Grassland and Fort McMurray:				
• Percentage of twinned highway kilometres open to travel	22.0%	100%	100%	100%
1.b Ring roads in Edmonton and Calgary:				
• Percentage of combined ring road kilometres open to travel	80.6%	84.0%	84.0%	84.0%

Linking Performance Measures to Outcomes:

1.a This measure tracks twinning of the approximately 240 kilometre section of Highway 63, which will improve safety and accommodate economic activity on this vital corridor in northeastern Alberta.

1.b This measure tracks the development of ring roads around Alberta's two major metropolitan areas to accommodate traffic growth in the Edmonton and Calgary regions and enable economic activity in supporting the improved access and efficient movement of goods and people into and out of the regions.

Performance Indicator	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015
1.a Alberta's exports by mode of transportation ($ millions):					
• Intermodal (rail and marine)	21,467	21,983	24,450	27,352	24,039
• Road	8,279	9,572	7,623	8,966	8,160
• Air	1,486	1,651	1,781	1,886	1,784

Outcome Two: A transportation system that is safe and secure, protecting Albertans and working toward zero deaths and serious injuries

The safe and secure movement of Albertans and goods across the transportation system is enhanced by education, innovative technologies, safety regulations and safer infrastructure, increasing Albertans' well-being and resulting in lower death and casualty rates. Eliminating high-risk vehicle operation and improving driver behaviors saves lives. The ministry is adopting *Vision Zero* in line with international best practice for road safety in implementing safety strategies to work toward zero deaths and serious injuries on Alberta's roads.

Key Strategies:

2.1 Continue to implement transportation safety strategies to prevent transportation-related deaths and serious injuries, in striving to reach *Vision Zero* in Alberta.

2.2 Continue to develop amendments to the *Traffic Safety Act* and regulations to align with best practice and enhance the safety of transportation users.

2.3 Work with law enforcement, other levels of government, emergency responders and other partners to enhance safety programs, incident response and emergency management systems.

2.4 Ensure the safe and secure transportation of dangerous goods through communities.

2.5 Strengthen critical infrastructure to reduce the impacts of small and large emergency incidents.

2.6 Promote and enhance the Traveller Information Portal (511 Alberta) to provide transportation users with reliable and timely travel condition information.

2.7 Investigate and implement appropriate innovative technologies and approaches that promote a safe and intelligent transportation system that improves information to support the safety and mobility of travellers for all modes of transportation.

Performance Measure	Last Actual 2014-15	Target 2016-17	Target 2017-18	Target 2018-19
2.a Combined fatal and major injury collision rate per 100,000 population:[1]	66.6	60.8	58.5	56.3

Note:

[1] Actual rate is calculated as a three-year rolling average.

Linking Performance Measures to Outcomes:

2.a This measure describes the rate of combined fatal and major injury collisions to support the ministry's continuing efforts to reduce the number and severity of traffic collisions and is also used to monitor progress on the Alberta Transportation Safety Plan.

Outcome Three: A transportation system that supports environmental stewardship and the quality of life for all communities

The ministry will support initiatives such as increased access to transit that promote environmental sustainability of the transportation system and support a high quality of life for Albertans by aiming to lower transportation costs for families, reduce greenhouse gases and contribute to protecting the environment.

Key Strategies:

3.1 Develop and implement standards, design and planning of the transportation system that support environmental stewardship objectives and enhance the efficient use of resources, including investigation of energy efficient technologies on Alberta highways to reduce energy consumption and associated emissions.

3.2 Investigate opportunities and partnerships to reduce greenhouse gases from transportation sources, including the development and promotion of public transit systems and administering grant funding programs to support municipal transportation.

3.3 Identify transportation initiatives to advance energy efficiencies as a component of Alberta's Climate Leadership Plan.

3.4 Work with partners to ensure all Albertans, including Indigenous communities, have reliable access to clean and safe drinking water and water/wastewater treatment systems and disposal facilities by providing funding, through the Alberta Municipal Water/Wastewater Partnership program and the Water for Life program.

Performance Measure	Last Actual 2014-15	Target 2016-17	Target 2017-18	Target 2018-19
3.a Percentage of municipal clients satisfied with overall quality of service (biennial survey)	93%	95%	n/a	95%

Linking Performance Measures to Outcomes:

3.a The Client Satisfaction Survey is completed every two years and measures the satisfaction of municipal partners with the ministry's service for grant programs that support environmental stewardship.

Outcome Four: Long-term sustainability and affordability of Alberta's transportation system

The provincial transportation network is a vital asset that enhances economic prosperity and social connection in the province. It is essential to balance preservation of existing transportation infrastructure, while supporting the strategic development of new infrastructure. Strategic decision-making in operating, maintaining and upgrading essential highway network capacity extends its useful life and reduces long-term costs, helping to ensure optimal use and long-term sustainability of the province's transportation assets.

Key Strategies:

4.1 Create and implement a transparent infrastructure plan with municipalities, other governments and industry, and examine the long-term sustainability of the network.

4.2 Enhance transportation asset management planning to support strategic decision-making, taking into account life-cycle costs, economic, environmental and social impacts.

4.3 Partner with the federal government to fund transportation infrastructure needs.

4.4 Implement approaches to ensure highway operations and maintenance achieve the results Albertans need.

4.5 Investigate and implement innovative technology, standards and approaches to reduce costs and promote the long-term affordability of the transportation system.

4.6 Continue expansion of the automated permitting Transportation Routing and Vehicle Information Multi-Jurisdictional system across municipalities throughout Alberta, ensuring overweight and overdimensional load fees contribute to highway maintenance.

Performance Measure	Last Actual 2014-15	Target 2016-17	Target 2017-18	Target 2018-19
4.a Physical condition of provincial highway surfaces:				
• Percentage in good condition	56.4%	55.0%	54.0%	54.0%
• Percentage in fair condition	27.5%	28.0%	29.0%	29.0%
• Percentage in poor condition	16.1%	17.0%	17.0%	17.0%

Linking Performance Measures to Outcomes:

4.a This measure defines the percentage of the paved highway network that is in good, fair, or poor condition to support the economic and social growth of the province and enables the ministry to assess and sustain the quality of the network so that it is efficient for business, commuters, pleasure and commercial traffic.

STATEMENT OF OPERATIONS

(Thousands of dollars)	Comparable					
	2014-15 Actual	2015-16 Budget	2015-16 Forecast	2016-17 Estimate	2017-18 Target	2018-19 Target
REVENUE						
Other Transfers from Government of Canada	7,632	7,171	7,171	8,294	8,662	8,662
Building Canada - Base Component	7,397	7,397	7,397	7,397	7,397	7,397
Building Canada - Major Infrastructure Component	4,669	4,808	4,673	4,673	4,673	4,673
Infrastructure Stimulus Fund	4,221	4,221	4,221	4,221	4,221	4,221
Premiums, Fees and Licences	34,014	33,900	33,900	33,900	33,900	33,900
Refunds of Expense	6,272	1,475	1,475	1,475	1,475	1,475
Other Revenue	20,984	34,220	21,160	27,900	15,044	15,044
Consolidated Total	85,189	93,252	80,017	87,860	75,372	75,372
EXPENSE						
Ministry Support Services	32,413	32,337	32,337	31,723	31,578	32,222
Program Services and Support	23,925	31,202	31,202	28,320	28,465	29,252
Traffic Safety Services	31,313	36,579	36,579	35,878	35,878	36,610
Alberta Transportation Safety Board	1,609	2,360	2,360	2,360	2,360	2,407
Provincial Highway Maintenance and Preservation	962,816	931,048	629,048	956,639	884,382	892,567
Capital for Emergent Projects	6,600	300	100	-	-	-
Municipal Transportation Grant Programs	213,818	215,000	215,000	125,000	450,000	435,000
Municipal Water Infrastructure Grant Programs	82,084	55,000	55,000	130,000	105,000	150,000
Northeast Alberta Strategic Projects	61,653	-	-	-	-	-
2013 Alberta Flooding	6,497	5,400	5,800	-	-	-
Debt Servicing	71,922	70,741	70,741	82,527	94,256	92,131
Consolidated Total	1,494,650	1,380,366	1,378,166	1,392,647	1,731,921	1,735,219
Net Operating Result	(1,409,461)	(1,287,114)	(1,298,149)	(1,304,787)	(1,656,549)	(1,659,847)
CAPITAL INVESTMENT						
Ministry Support Services	4,622	5,622	4,599	5,405	4,382	4,382
Capital for Emergent Projects	2,643	6,110	4,398	2,023	-	-
Ring Roads	512,000	720,926	705,055	527,456	587,212	569,095
Northeast Alberta Strategic Projects	436,766	291,015	255,386	96,675	28,275	35,924
Provincial Highway Construction Projects	172,866	344,803	269,797	303,916	436,565	232,565
Bridge Construction Projects	33,109	36,414	34,492	55,672	68,150	85,550
Provincial Highway Rehabilitation	139,507	309,701	276,529	381,172	368,000	428,000
Water Management Infrastructure	9,831	20,500	18,766	21,914	20,000	20,000
2013 Alberta Flooding	29,389	78,937	70,226	41,711	-	-
Total	1,340,733	1,814,028	1,693,248	1,435,944	1,532,584	1,375,506